STANDARDS

FOR

CONDITIONAL RELEASE SUPERVISION

DRAFT FOR CONSULTATION

This project is sponsored by the Correctional Service of Canada and the National Parole Board.

May 1988

CONDITIONAL RELEASE SUPERVISION STANDARDS PROJECT

Corrections to the Draft Standards of May 1988

Page 6, Para. 5 "Agencies shall ensure that auditors receive adequate training . . . " should read "The Correctional Service of Canada shall ensure that . . . ."

Page 8, para. 1 The superscript should appear after "conditional release."

Page 12
Standard 3.5 should read "The agency shall not disclose information to the offender or a third party information which:"

Page 21
Standard 7.1
second sentence should read: "Notes of case conferences shall be made by the parole supervisor and these notes shall be retained on the case file."

August 11, 1988
John H. Lawrence
Project Chairman

Foreword

Subsequent to the previous round of consultations, we are pleased to present, for your consideration and response, this first draft of the Conditional Release Supervision Standards.

The draft standards were prepared after taking into consideration both the numerous written responses to the discussion paper and the many comments and suggestions that were recorded during the six regional workshops held in January, February and March of 1988. The workshops were attended by representatives from provincial/territorial correctional services, our own field and regional staff, participants from other private sector organizations, and other interested parties.

You are invited to respond, in writing, to this document by no later than August 1, 1988 at the address provided below. Following receipt of this input, the project team will be conducting another round of regional consultations in September of 1988. The revised project plan calls for finalization of the Standards later this year and the target for implementation is April 1989. Please note that this represents a change in the project workplan (see page 3).

We sincerely appreciate your continued participation in this project and your further assistance in the development of Conditional Release Supervision Standards.

If you have any questions or comments concerning the above or if you require additional copies of this paper, please contact:

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INTRODUCTION

Background

At the Heads of Corrections meeting in Toronto in November, 1986, the Commissioner of Corrections introduced the question of standards for the supervision of conditionally released offenders. Accordingly, a decision was made to review standards in effect in the federal, provincial and territorial jurisdictions. The intent as stated was also to develop a set of standards for the use of all organizations responsible for the supervision of inmates released into the community by federal authority.

The Commissioner of Corrections and the Chairman of the National Parole Board agreed to support the work of a project team to examine present standards and to develop, as required, new standards which would also relate to the mission statements of both organizations.

The Project Team was formed in January 1987 consisting of staff of the National Parole Board, the Correctional Service of Canada, and the Secretariat of the Ministry of the Solicitor General. A consultant has been employed during various phases of the project to act as a facilitator at workshops and to assist the team members in the drafting of standards. In addition, a researcher was engaged in February, 1987 to review the current literature on supervision and to provide a comparative analysis of standards used in the provinces/territories, the Correctional Service of Canada and selected non-Canadian jurisdictions. The standards developed by the Canadian Criminal Justice Association (CCJA) and the American Correctional Association were also included in the analysis. This document was printed and distributed in June 1987.

Consultation

Extensive consultation with a wide number of partners in the criminal justice system has been a commitment of the Project Team from the beginning. The first workshop was held in Hull, Quebec in March, 1987 with broad participation from each province and territory, provincial boards of parole, the Canadian Criminal Justice Association and various headquarters and regional staff of the Ministry of the Solicitor General. This workshop was useful in introducing the project to a number of organizations and governments, and also to ensure full discussion of the important questions and critical issues in the establishment of supervision standards. Following the Hull workshop, a Discussion Paper was published in October, 1987.

The Discussion Paper was widely distributed to individuals across Canada who were known to have an interest in the supervision of conditionally released inmates. Recipients were invited to make a written response to the Project Team by December 31, 1987. Forty-five replies were received. In addition, the Project Team organized regional meetings in Ottawa, Halifax, Toronto, Winnipeg, Edmonton, Vancouver and Laval between January 15 and March 4, 1987. A total of 211 persons attended these workshops. A detailed consultation report was prepared and will be available for distribution in May 1988.

Timeframes to the Completion of the Project (Revised April 1988)

- Develop draft standards for general distribution with consultation report by May 15, 1988.
- Meet with Heads of Corrections to report progress on June 7, 1988.
- Receive written responses by August 1, 1988.
- Synthesize written responses by August 31, 1988.
- Complete series of regional consultation workshops by September 30, 1988.
- Revise draft standards as needed and submit to Steering Committee for approval by October 31, 1988.
- Develop audit methods, audit manual, training of auditors by December 31, 1988.
- Series of field trials in January and February, 1989.
- Develop implementation strategies and negotiate implementation plans with all agencies by February 28, 1989.
- Complete final draft of standards for implementation by March 15, 1989.
- Target for implementation: April 1, 1989.

Goal Statement of the Project

To develop conditional release supervision standards for the use of all federal, provincial and private sector organizations responsible for the supervision of offenders released under the authority of the National Parole Board. The standards will, when implemented, contribute to the protection of society and promote law-abiding behaviour by conditionally released offenders. In addition the standards will serve to strengthen the parole system in Canada and thereby enhance greater public understanding and confidence in community release programs.

Mission Statements

The Correctional Service of Canada, as part of the criminal justice system, contributes to the protection of society by exercising safe, secure and humane control of offenders while helping them become law-abiding citizens.

The National Parole Board, as part of the criminal justice system, makes independent, quality conditional release decisions and clemency recommendations. The Board, by facilitating the timely reintegration of offenders as law-abiding citizens, contributes to the protection of society.

Purpose of Conditional Release Supervision

The fundamental purpose of conditional release supervision is to protect the public in helping offenders become law-abiding community members by ensuring appropriate control and by providing them with assistance and services so as to minimize the risk of their committing new offences.

Principles of Supervision

1. Recognizing that there is always an element of risk associated with the release of an offender, supervision shall strive to minimize and control the risk.

2. The expectations and goals of supervision, and the parties who are accountable for meeting them, shall be made as clear as possible to the releasing authority, the agency responsible for supervision, the parole supervisor, and the offender.

3. The agency and its individual members shall at all times recognize and protect the rights and dignity of offenders and the public.

4. The agency and its individual members shall take an active approach to supervision, in which the parole supervisor intervenes in the two fundamental areas of control and assistance.

5. Parole supervisors shall exhibit a high standard of professionalism in the exercise of their discretion, and the agency shall take all reasonable steps to encourage and develop this professionalism in order to establish and maintain a high quality of supervision services.

6. Effective supervision requires the participation of the offender. The policies and practices of the agency shall promote the motivation and the involvement of the offender in the setting and attainment of the goals of supervision.

7. Restrictions on the freedom of the offender in the community shall be those that are necessary and reasonable to protect society and to facilitate the integration of the offender.

8. Different offenders require different intervention strategies. The policies and practices of the agency shall recognize these differences. The supervison given to individual offenders shall take into account the risks and needs which they present.

9. Parole supervisors shall make effective use of community resources in facilitating the offender's reintegration. Where gaps in programs and services are identified, the agency shall liaise with the community, including other agencies and relevant government departments, to develop those resources which would contribute to the effective management of the offender.

Auditing of Standards

Agencies should normally undergo an in-depth audit of supervision services every two years or where applicable before the end of the contract period, whichever comes first. Auditing less frequently would not achieve the necessary degree of monitoring and accountability. Additional audits could be conducted if required, in response to the identification of particular operational issues or other special circumstances.

The audit team should consist of representatives of the Government of Canada along with a representative of the private sector. In situations where contractual arrangements exist with a province, an additional team member may be appointed through agreement with the province.

Additional members of audit teams or unique audit arrangements may be permitted by mutual agreement.

In the selection of auditors every effort should be made to avoid conflict of interest. For example, no auditor shall have direct responsibility for the day to day operations of the agency or office being audited.

Agencies shall ensure that auditors receive adequate training and are provided with all the materials and support services needed to conduct thorough and complete audits.

Prior to finalization of the audit report, the agency or office being audited shall have the opportunity to review the audit findings. The agency's comments and action plans shall be included in the final report.

EXEMPTIONS AND EXCEPTIONS TO THE STANDARDS

PREAMBLE

It is intended that the standards which follow shall be met in the vast majority of cases under supervision. However, it is recognized that occasions will arise when it is not possible to meet a standard.

In certain areas and with certain cases and agency offices, it will not be possible for a standard to be met. For example, it may not always be possible to maintain the minimum frequency of contact with offenders who live in remote areas. In these instances, where it is anticipated that there will be an ongoing difficulty in meeting a standard, there must be a process for notifying the appropriate Correctional Service of Canada authorities and providing them with sufficient information to permit analysis of the situation and of the available options. One option might be to grant an exemption to the standard in respect of a particular case or circumstance. Another option might be to review the adequacy of the resourcing available to the office or agency in question.

PROCESS

When an agency feels that it requires an ongoing exemption or exception to a standard, the agency shall apply in writing to the regional Deputy Commissioner of the Correctional Service of Canada prior to the commencement of an audit. The agency shall specify the reasons for the request. The agency may suggest alternate ways of meeting the intent of the standard or different methods of verification of compliance to the standard.

A written reply shall be forwarded to the agency before the on-site audit begins and a copy shall be submitted to the National Parole Board.

SECTION I - AGENCY MISSION STATEMENT AND SERVICES

To effectively and efficiently provide conditional release supervision services, agencies and their staff must have a clear statement of their philosophy, mandate, and role.

The agency must also have a rationale for deciding which services it will provide directly and which it will refer to others in the community.

STANDARD	AUDITING METHOD
1.1 The agency(1) shall have a statement of philosophy and mission concerning supervision which is compatible with the mission statements of the Correctional Service of Canada and the National Parole Board and which reflects that the fundamental purpose of conditional release supervision is to protect the public in helping offenders become law-abiding community members by ensuring appropriate control and by providing them with assistance and services so as to minimize the risk of their committing new offences.	. Review the mission statement to see that it is compatible with the mission statements of the CSC and NPB and with the statement of purpose. - discussion with parole supervisors and their managers.
1.2 The agency shall have a statement of the services it provides directly and those that are referred elsewhere. (See Standard 15.3)	. Review statement of services. - discussion with parole supervisors and their managers. - discussion with selected other agencies to which referrals are made.

(1) Agency - All words that are defined in the Glossary will be underlined the first time they appear in the text. Note also parole supervisor, manager, conditional release, and auditing method on this page.

SECTION 2 - BASIC POLICY INFORMATION

Complete and up-to-date information about relevant legislation and policies is essential to effective supervision.

STANDARD	AUDITING METHOD
2.1 The agency shall have readily available to all staff, at a minimum, a copy of: . CSC Mission Statement . NPB Mission Statement . NPB Decision-Making Policies . Conditional Release Supervision Standards . Commissioner's Directives: No.082 - Parolee Complaints and Grievances No.95 - Information-Sharing No.620 - Recording and Reporting of Security Information No.700 - Case Management No.780 - Parole Supervision . CSC/NPB National and applicable Regional Administrative Agreements . CSC Risk Prediction Scales . CSC Standards and Guidelines for Case Management . Principles of Professional Conduct of the Correctional Service of Canada . Prisons and Reformatories Act . Parole Act and Regulations . Penitentiary Act and Penitentiary Service Regulations . Privacy Act and Regulations . Access to Information Act and Regulations . Criminal Records Act . Criminal Code of Canada . Letters Patent of the office of the Governor General of Canada, Article 12 (Royal Prerogative of Mercy) . Canadian Charter of Rights and Freedoms	. Review list of documents for availability. - Discussion with parole supervisors, staff and managers.

2.2	The agency shall have a procedure for maintaining and updating the documents described in Standard 2.1.	. Review agency procedure. - Discussion with agency director.

SECTION 3 - INFORMATION SHARING

Complete, meaningful, and timely information is critical to quality supervision and decision making concerning offenders on conditional release. It is essential for agencies to have copies of all documentation which is relevant to a full understanding of the offender and how best to provide supervision.

STANDARDS	AUDITING METHOD
3.1 The Correctional Service of Canada shall have available and shall ensure that all agencies have the following information if available about the offender: . FPS record . Penitentiary Placement Report and other admission documents . Pre-sentence report . Court and Crown Attorney information and opinion . police information and opinion . most recent Progress Summary or similar provincial reports . most recent Community Assessment . medical report summary, including psychiatric and psychological information . National Parole Board Decision sheet (including comments made by Board members) . copy of National Parole Board Certificate of Release . most recent Supervision Report (if applicable) . Notification of Change (if applicable) . a current photograph of the offender	. Review offender files. - Discussion with agency director.
3.2 Every effort shall be made to obtain the offender's consent to the disclosure to the parole supervisor of personal information, where such is necessary.	. Review offender files.

3.3	The agency shall expeditiously provide to the Correctional Service of Canada information concerning: . any violation of standard or mandatory terms and conditions . any significant increase in the offender's risk . formal reports as described in Standard 7.3 . other relevant information concerning the offender's behaviour and performance in the community	. Review case files. - Discussion with appropriate Correctional Service of Canada staff.
3.4	The parole supervisor shall aggressively seek out new or missing information essential to understanding and supervision of the offender.	. Review offender files.
3.5	The agency shall not disclose information which: (a) could reasonably be expected to threaten the safety of individuals; (b) could reasonably be expected to lead to the commission of a crime; (c) could reasonably be expected to be injurious to the security of penal institutions; (d) could reasonably be expected to be injurious to the physical or psychological health of the inmate; or (e) could reasonably be expected to be injurious to the conduct of lawful investigations including any information that would reveal the source of information obtained in confidence.	. Review agency policy. - Discussion with agency director and managers.

SECTION 4 - PAROLE SUPERVISOR SELECTION, TRAINING, AND WORKLOAD

The proper selection, orientation, and training of parole supervisors is the fundamental basis for quality supervision.

Quality supervision requires adequate time and resources to undertake the necessary tasks and responsibilities involved. Therefore, workload formulas or similar mechanisms are essential for proper and consistent allocation of parole supervisors' time and resources.

STANDARD	AUDITING METHOD
4.1 The agency shall specify the skills, knowledge and personal suitabilities required for effective supervision. Persons employed as parole supervisors shall, at a minimum, possess honesty and integrity, shall be sensitive to and aware of relevant cultural differences and shall have the knowledge and ability required to: - understand the dynamics of offenders' behaviour and assess their needs and risk; - counsel offenders, form effective relationships, and gain trust; - understand the use of authority in supervision and intervene effectively in crisis situations; - assist offenders in identifying and solving the practical problems involved in their successful reintegration into the community; - assist offenders in identifying and obtaining the community services required for their successful reintegration; - communicate effectively, both orally and in writing.	. Review agency policy on selection of parole supervisors. - Discussion with agency director.

4.2 The agency shall develop methods for assessing whether applicants possess those requirements.	. Review agency policy on assessment of applicants.
4.3 The agency shall develop and implement a plan to orient all new parole supervisors to their duties and responsibilities.	. Review orientation manual. - Discussion with parole supervisors and managers.
4.4 The managers of parole supervisors shall meet the criteria in Standard 4.1, shall be trained in supervisory functions and shall have experience in the supervision and counselling of correctional clients or have related experience.	. Review personnel files. . Review agency policy on selection of managers. - Discussion with managers.
4.5 The agency shall establish and implement an annual training and development plan which will ensure that parole supervisors have the opportunity to obtain ongoing training required to achieve and maintain the level of knowledge, skills and competencies essential to their assigned duties and responsibilities.	. Review training and development plans. - Discussions with parole supervisors and managers.

4.6	Training and development shall be directed primarily to enhancing the parole supervisor's knowledge and understanding of the behavior of offenders and their environment, and to strengthening the skills and abilities required in the effective supervision of offenders.	. Review training and development plans. - Discussions with parole supervisors and managers.
4.7	The agency shall have a workload formula for assigning offenders to parole supervisors which takes into account: . specific offender groups and offender profiles . geographic area covered . ongoing training requirements . administrative tasks . other related duties and relevant factors.	. Review formal and actual workloads.
4.8	The agency shall have a policy on the hiring of individuals who are currently under criminal justice sanction. This policy shall conform to government security policies and shall specify, at a minimum: . the type of work which such individuals may perform, and . the access which such individuals may have to information about other offenders.	. Review policy.
4(A)	<u>Guideline</u> In the hiring of parole supervisors, the agency shall seek candidates who have both higher education in the behavioural sciences and experience in working with offenders.	- discussion with agency director.

SECTION 5 - OFFENDER ASSESSMENT, CLASSIFICATION, AND FREQUENCY OF CONTACT

Fundamental to effective classification of offenders for supervision is a systematic method of assessing the needs of the offender, the risk of reoffending, and any other factors which affect the offender's successful reintegration into the community. Effective classification also requires sound exercise of the parole supervisor's professional judgement. The frequency of contact with an offender should be guided by this assessment and the periodic reassessment of risk and needs.

The first six months after release are the most critical for the offender's adjustment to the community. This is also the period when the relationship between the parole supervisor and the offender is being developed. For this reason, the standards governing frequency of contact prescribe classification phases which call for more contact in the first months after release.

STANDARD	AUDITING METHOD
5.1 The parole supervisor in consultation with the agency manager and/or with the indirect supervisor (where required) shall take into account the offender's risk and needs and the National Parole Board's assessment of risk and comments in initially determining the appropriate frequency of contact for each newly released offender.	. Review offender files. - Discussion with parole supervisor and manager.
5.2 The parole supervisor shall undertake a reassessment of the offender at six months and again at twelve months following release (including time spent on day parole) and at least once a year thereafter. This reassessment shall take into account a predetermined risk and needs instrument as well as all other relevant factors relating to the offender's attitudes, behaviour and performance in the community.	. Review risk and need assessment process used by the agency.

5.3	Following each reassessment of risk and needs an appropriate frequency of contact shall be determined by the parole supervisor in consultation with the manager and/or indirect supervisor (where required). Any reduction in frequency of contact resulting in movement of the offender from one Phase to the next must be justified on the basis of a reassessment.	. Review offender files. - Discussion with parole supervisor, manager and indirect supervisor.
Phase I	First Six Months Following Release(1) or Longer if Needed	
5.4	For offenders who are assessed upon release as representing Medium to High risk and needs, the parole supervisor shall have a face to face interview with the offender no less than four times per month or more often as circumstances dictate.	. Review offender files.
5.5	For offenders who are assessed upon release as representing Low risk and needs, the parole supervisor shall have a face to face interview with the offender no less than twice per month or more often as circumstances dictate.	. Review offender files.
Phase II	Six to Twelve Months Following Release or Longer if Needed	
5.6	If a reduced frequency of contact can be justified based on the first reassessment at six months or on subsequent reassessment following release, then face to face interviews with the offender shall occur at a frequency of no less than once per month or more often as circumstances dictate.	. Review offender files.

(1) Calculation of time following release shall take into account the time spent on day parole in the community.

PHASE III — Twelve Months or Longer Following Release

5.7	If a reduced frequency of contact can be justified based on the second reassessment at 12 months following release or on a subsequent reassessment then face to face interviews shall occur at a frequency of no less than once every two months or more often as circumstances dictate.	. Review offender files.
5.8	Reports of all reassessments resulting in a change to the frequency of contact shall be transmitted in writing to the appropriate agency with delegated authority.	. Review offender files.

SECTION 6 - CASE PLAN

The development of a case plan guides the offender and assists the parole supervisor in the dual role of protection of society and reintegration of the offender. Case planning is a dynamic process that changes in accordance with modification in the offender's attitude and behaviour, and as progress is made toward attainment of specified goals. The case plan shall be reviewed and revised as necessary each time there is a change in a critical area or at other times as determined by the parole supervisor.

STANDARD	AUDITING METHOD
6.1 The parole supervisor shall place a written case plan on the offender's file no later than two weeks after release.	. Review offender files . Review case plans.
6.2 In formulating the case plan the parole supervisor shall consider the following: . the pre-release plan, . the decision made, comments and any special conditions imposed by the National Parole Board, and . special instructions issued by the parole supervisor.	. Review offender files. . Review case plans.
6.3 The case plan shall include: . the specified frequency of contact, . priorities in the case which require immediate attention, . the offender's needs and concrete objectives established for meeting those needs, . expectations concerning the behaviour of the offender, . supervisory undertakings of the parole supervisor, . target dates for achievement of objectives, . target dates for regular reassessment of progress in relation to the plan, and . any other relevant factors.	. Review case plans to ensure that they include all the elements as indicated.

6.4	The development of a case plan and the assessment of progress in relation to the plan shall include the participation of the offender.	. Review case plans. - Discussion with parole supervisors and offenders.
6.5	The case plan shall be signed by the offender, the parole supervisor, and the manager and/or indirect supervisor (where applicable).	. Review case plans.
6.6	The case plan shall be reviewed and revised as necessary each time: . there is a change in a critical area, or . in the judgement of the parole supervisor it is required. In any event, the case plan shall be reviewed and revised as necessary every 12 months, except for offenders who are on parole reduced(1).	. Review case plans.

(1) Refer to Glossary for definition.

SECTION 7 - CASE CONFERENCING AND DOCUMENTATION

Case conferences assist the parole supervisor and the manager to develop a broader perspective on the work undertaken and the demands of the case; they also are useful for quality control and ongoing monitoring. Recording of work undertaken and goals met or not met is necessary to help all parties in the supervision process to understand and remain informed about the supervision of each case. The preparation of formal supervision reports can largely be replaced (with certain exceptions) by case conferencing and activity recording.

With the exception of Alberta, whenever cases are referred to agencies or individuals outside the Correctional Service of Canada, an indirect supervisor is assigned to the case within the Correctional Service of Canada, and a parole supervisor is assigned within the agency.

	STANDARD	AUDITING METHOD
7.1	Case conferences between the parole supervisor and the manager shall take place, at a frequency determined by each offender's risk and needs, for the purpose of keeping the manager up-to-date, ensuring effective supervision, and reviewing progress on objectives established in the case plan. Notes of case conferences shall be made by the parole supervisor.	. Review case conference notes. - Discussion with parole supervisors and managers.
7.2	The parole supervisor shall routinely document casework activities.	. Review offender files.

7.3	A formal report shall be prepared in the following circumstances and forwarded by the appropriate delegated authority to the National Parole Board: . transfer of the case, . a breach of a special condition, . suspension, . a significant increase in the offender's risk, . a proposed change in terms and conditions of release, . any situation requiring notification to the National Parole Board, as described in Standard 9.2, and . termination of supervision.	. Review reports.
7.4	The indirect supervisor shall be responsible for maintaining contact with the parole supervisor, reviewing formal reports required in Standard 7.3, monitoring the progress of the case, approving the appropriate frequency of contact, participating in significant decisions concerning the offender's performance and behaviour in the community, and for submitting reports to the National Parole Board as required.	. Discussion with indirect supervisors, managers and parole supervisors.

SECTION 8 - INITIAL AND ONGOING CONTACT WITH THE OFFENDER AND OTHERS IN THE COMMUNITY

The initial contact between the parole supervisor and the offender is an important step in establishing clear working relationships and mutual expectations. The parole supervisor has a responsibility to verify information and to assess the offender's relationships in the community. Contact with the offender in community settings, including place of residence, is required to gain a greater appreciation of the offender's circumstances and behaviour. Monitoring of the offender's progress in the community is also essential. Parole supervisors should not depend solely upon their own insights, but should supplement them with information from others, so that a more accurate evaluation and assessment will emerge. These contacts, for example, employment, residence, family, friends, should be according to a plan, have a specific purpose, and be adjusted as offender performance and behaviour in the community changes.

	STANDARD	AUDITING METHOD
8.1	The parole supervisor shall ensure contact with the offender immediately following release, i.e. within 24 hours of the offender's scheduled arrival at the destination.	. Review offender files.
8.2	At the initial face-to-face interview with the offender, the parole supervisor shall review: . the terms and conditions of the offender's release, . the frequency of contact required, . the 24-hour availability of services, . the offender grievance procedure, and . other relevant information. A document indicating the completion of these tasks shall be signed by both the offender and the parole supervisor, and shall be placed on the offender's file.	. Review offender files.

8.3	The parole supervisor shall make sufficient contacts with the offender in the community (e.g., residence and employment) to ensure an understanding of the offender's circumstances and behaviour.	. Review offender files.
8.4	The parole supervisor shall make sufficient contacts with collaterals in the community to ensure an understanding of the offender's circumstances and behaviour.	. Review offender files.
8.5	The parole supervisor shall, at a frequency determined by the offender's risk and needs, verify the offender's employment or attendance at educational, vocational, or other programs considered critical to the offender's reintegration.	. Review offender files.

SECTION 9 - VIOLATION AND SUSPENSION

Violations of the conditions of release and suspension of the offender are serious matters. The dual responsibility of protection of society and reintegration of the offender must be balanced in such situations. Parole supervisors are expected to consider and take all reasonable steps in the community before deciding to suspend or to recommend suspension to a person with delegated authority(1). Normally, the release of an offender should be suspended on the basis of a situation indicating that the continued release of the offender would constitute an undue risk to society or where continued release is not possible. The National Parole Board Post-release Decision Policies must also be taken into account when considering suspension.

STANDARD	AUDITING METHOD
9.1 The Parole supervisor shall consult with a person who has delegated authority regarding a possible suspension when the parole supervisor is of the opinion or is informed that reliable information exists that the offender has . been charged with or is planning to commit a new offence, . violated or is about to violate a term or condition of release, . not reported and whereabouts are unknown, . been involved in any other situation which would lead to the conclusion that continued release would constitute an undue risk to society.	. Review offender files. - Discussion with parole supervisors and delegated persons.
9.2 The person with delegated authority shall ensure that the National Parole Board is advised in writing of all situations outlined in Standard 9.1.	. Review offender files.
9.3 In the event of suspension of the offender, the person with delegated authority shall ensure that the Board is informed, within 72 hours, of the suspension and the reasons for the suspension.	. Review offender files. - Discussion with delegated persons and the National Parole Board.

(1) Refer to Glossary for definition.

9.4	Pursuant to subsection 16(3) of the Parole Act, the person who suspended the release, or another person with delegated authority, shall decide within 14 days of the offender's recommitment to custody as a result of the suspension warrant, either to cancel the suspension or refer the case to the Board.	. Review offender files. - Discussion with delegated persons and National Parole Board.
9.5	When a person with delegated authority cancels the suspension of an offender, the Board shall be informed within 72 hours of the decision to cancel and the reason(s) for cancellation.	. Review offender files.
9.A	**Guideline** Suspensions may be cancelled if the person with delegated authority is of the view that the risk to society is no longer undue. Such a conclusion must be based on a revised assessment taking into account additional information or a new release plan.	. Review offender files. - Discussion with delegated persons.

SECTION 10 - POLICE LIAISON

Sound and open working relationships with the police are necessary to carry out supervision effectively. There should be a systematic process to ensure that parole supervisors and police are sharing their information to ensure that a complete picture of the offender's behaviour is obtained.

STANDARD	AUDITING METHOD
10.1 The agency shall develop and implement a plan for liaison with local and regional police forces to ensure the maintenance of open and sound communication and relationships.	. Review plan. - Discuss with agency director and police.
10.2 The agency shall actively encourage police to inform the agency or parole supervisor of all significant occurrences and observations in the community between police and the offender.	- Discussion with parole supervisors and police.
10.3 The agency or parole supervisor shall inform police of . the issuance of a suspension warrant, . suspicion of criminal activities, and . additional special conditions or instructions.	- Discussion with local police and parole supervisors.
10.4 Where it is necessary to adequately protect the public, the agency or parole supervisor shall inform police of other relevant information about offenders, and in particular, shall promptly inform police of: . an offender's potential for violent behaviour, . actions taken in response to police information supplied to the agency or parole supervisor, and . travel permits issued to the offender, and shall provide police with an up-to-date photograph of the offender.	- Discussion with police.

SECTION 11 - 24 HOUR AVAILABILITY

It is important that services be available to offenders, individuals, and other agencies, such as police departments when needed. Regular 9-5 office hours are not sufficient. Offenders may require assistance in crisis situations or other persons may wish to contact the parole supervisor on matters relative to the offender, therefore, 24 hour availability is essential.

STANDARD	AUDITING METHOD
11.1 The agency shall have a plan which ensures the provision of 24 hour availability, seven days a week.	. Review the plan. - Discuss with agency, discuss with CSC/Alberta staff, discuss with police.
11.2 The plan shall specify that a duty officer(1) shall have adequate information necessary to make a decision or recommend action with respect to the continued release or suspension of an offender. If the duty officer does not have the delegated authority for issuing suspension warrants then immediate access to a person with delegated authority must be ensured.	. Review the plan. - Discussion with parole supervisor and duty officers. - Discussion with persons with delegated authority.
11.3 The plan shall specify that a duty officer shall be available to receive calls from offenders, police and the public, and to provide assistance in crisis situations.	. Review plan.
11.4 The plan shall specify which services are available from agency staff and which services will be referred elsewhere. (See Standard 1.2)	. Review plan.
11.5 The agency shall advise the police, offenders and significant others with respect to the availability of 24 hour services. (See Standard 8.2)	. Discussion with police and other agencies.

(1) Refer to Glossary for definition.

SECTION 12 - AGENCY POLICIES

As well as delivering conditional release supervision services, there are other elements of agency operations that are important and that assist in delivery of quality supervision services.

STANDARD	AUDITING METHOD
12.1 The agency shall have in place: . a code of conduct for its staff, volunteers and students, . a plan for internal self-evaluation, and . a monitoring system to ensure that agency policies and procedures are followed.	. Review of agency policies and procedures in the specified areas.
12.2 The agency policy on . confidentiality of information, . security of information, . grievance procedure for offenders, . a statement of client rights, . conflict of interest policies, shall conform with legislative requirements and government policies.	. Review agency policy and procedures.

SECTION 13 - VOLUNTEERS

Volunteers can play an important part in enriching and supplementing supervision services by establishing positive relationships with offenders, assisting in their socialization, and providing links to the community.

STANDARD	AUDITING METHOD
13.1 The agency that uses volunteers to supplement supervision services shall: . specify in its policies the role volunteers will play, . specify in its policies the criteria for volunteer selection, . specify in its policies the volunteer's responsibility to share relevant information about the offender both orally and in writing with the assigned parole supervisor, . develop and implement an evaluation process, and . maintain a file for each volunteer	. Read volunteer policies and selected volunteer files.
13.2 The orientation and training program for volunteers shall include training on how to recognize and appropriately respond to crisis situations and to manage confrontations with offenders.	. Review orientation and training program. - Discussion with volunteers.
13.3 The assignment of conditional release supervisory responsibilities to volunteers shall be determined on the basis of their knowledge, experience and abilities.	. Review with agency director. . Review files of offenders supervised by volunteers.

13.4 Volunteers shall abide by the policy and procedures of the agency with particular attention to the following: . code of conduct, . client rights, . conflict of interest policy, . confidentiality, and . grievance procedure for offenders.	- Discussion with volunteers. - Discussion with parole supervisors and managers.
13.5 Volunteers shall be provided with close guidance and supervision by the agency parole supervisor or manager who is recognized to be responsible for the overall management of the case.	- Discussion with volunteers, parole supervisors,and managers.

SECTION 14 - OFFENDER FILES

Care and protection of offender files and information are important to protect the rights of offenders, to follow the legislation, and to ensure that the rights, dignity and safety of all concerned are respected.

STANDARD	AUDITING METHOD
14.1 The agency shall maintain one file for each offender which includes all the information relevant to the supervision of the offender (see Standard 3.1).	. Review files. . Observe storage of files.
14.2 The agency shall have policy and procedures concerning access by offenders to their own files and these policies shall prescribe a right of access by the offenders comparable to the right of access allowed according to the Privacy Act.	. Review of policy and the Privacy Act.
14.3 Offender files as defined in Standard 14.1 shall be returned to the Correctional Service of Canada upon the termination of the period of supervision for which the agency was responsible, or on the termination of the contract with the Correctional Service of Canada.	. Review practice.
14.4 The agency filing system shall provide for a clear and obvious flagging of offender files in order that certain cases can be quickly identified and appropriate action can be taken if necessary. This applies to:	. Review agency system. . Review offender files.

- high profile offenders(1),
- offenders who are assessed as having a high potential for violent or suicidal behaviour,
- offenders whose medical or psychiatric history indicates a need for special attention,
- offender files with confidential information, the release of which could cause harm to the offender or others, or which could jeopardize an ongoing criminal investigation,
- offenders whose conviction has attracted considerable public attention.

(1) Refer to Glossary for definition.

SECTION 15 - COMMUNITY SERVICES AND RESOURCES

An agency providing supervision services does not operate in isolation, but as part of the range of services available in each community. Parole supervisors have a unique opportunity to assist communities in the development of needed services(1).

STANDARD	AUDITING METHOD
15.1 The agency shall, on an annual basis, review the needs of the offenders it supervises, and assess the services available in the community.	. Review of relevant documents. - Discuss with agency director.
15.2 The agency shall, preferably in conjunction with other agencies and government departments, plan and develop services which would assist in meeting the needs of those it supervises.	
15.3 The parole supervisor shall assist the offender to contact and obtain the services and programs needed which the agency does not provide directly (see Standard 1.2).	. Review files. - Discussion with parole supervisors and offenders.
15.4 Each agency shall maintain an up to date inventory of community resources and services.	. Review inventory. - Discussion with parole supervisors.

(1) Refer to Glossary for definition.

APPENDIX A

GLOSSARY OF TERMS

Agency	-	An organization of individuals or groups which provide supervision services. Agency can mean Correctional Service of Canada, provincial governments, private or voluntary organizations or private corporations.
Auditing Method	-	A systematic procedure for checking compliance with the standards and guidelines.
Conditional Release	-	Release from a correctional facility on unescorted temporary absences, day parole, parole and mandatory supervision pursuant to the provisions of the Parole Act and Regulations and subject to specific terms and conditions.
Delegated Authority	-	An individual who is designated by the Chairman of the National Parole Board under Sections 10, 16, 18 and 19 of the Parole Act. This person may issue a warrant to any peace officer to suspend any parole, authorize the apprehension of a paroled inmate and recomit the inmate to custody until the suspension is cancelled or the parole is revoked.
Duty Officer	-	A parole supervisor or manager designated by the agency to assume responsibility during specified periods for receiving calls from offenders and others, for responding to concerns and inquiries about offenders; if the duty officer does not have delegated authority for issuing suspension warrants then access to a person with delegated authority must be ensured.
Guidelines	-	Statements of philosophy or intention, preferred practices or courses of action. Guidelines are optional.
High Profile Offenders	-	Offenders who have been convicted of an offence or offences causing death or serious harm to others.

Indirect Supervisior- A parole officer or the manager in field offices of the Correctional Service of Canada or Alberta Correctional Services whose job responsibility is to oversee the supervision of the offender by a private agency or individual.

Manager - The person to whom the parole supervisor reports such as the Correctional Service of Canada Area Manager, Section Supervisor or Superintendent of a Community Correctional Centre or the equivalent person in a provincial or private sector agency.

Parole Reduced - A decision by the National Parole Board lifting all the terms and conditions of the release (Parole, Mandatory Supervision) except the requirement by the offender to advise the District Director on a yearly basis of the offender's status including address.

Parole Supervisor - An individual who has been assigned the responsibility to supervise a conditionally released inmate. Depending on the agency in question this person may also be known as a parole officer, case worker, case management officer,etc...

Service - The assistance provided to a released offender which may take forms such as counselling, financial planning, employment search, emergency aid, etc...

Standards - Essential requirements for performance and practice. Standards are mandatory, must be attainable and will be subject to audit.

Supervision - Control and assistance activities by the parole supervisor related to the supervision of conditionally released inmates.

Training - May be formal where a certificate or diploma is issued or may be informal (agency in-service, orientation or agency conference).

Volunteer - An individual who donates time and effort to assist the agency and the released offender.

APPENDIX B

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